

APRIL 2025



Tony Blair Institute for Global Change: *UK Gender Pay Gap Report 2024*

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Introduction

The Tony Blair Institute for Global Change (TBI) is a not-for-profit, impact-driven organisation whose core mission is to help political leaders get things done.

We believe diversity of background and perspective is a strength in an increasingly complex world, and pride ourselves on our culture, which values and nurtures difference. We are committed to rewarding our people fairly and equitably based on their work, capabilities and performance, regardless of gender. We are pleased that our gender pay gap is better than the national average and significantly better than our competitive set. Furthermore, we have an even split of women and men in senior roles and our CEO is female.

02

TBI Global Headcount

From 2023 to 2024, TBI underwent a period of significant growth, particularly in our global client delivery, global leadership and operational structures at our UK headquarters. As a result, as of April 2024, TBI employed more than 250 people in the UK and 740 globally. Fifty-eight per cent of UK employees were women and 42 per cent were men. Our Board of Directors comprised three men and two women, and our Senior Leadership Team was equal in terms of gender split.

Gender Pay Gap Results for TBI’s UK Workforce

We set out below the gender pay representation within our UK workforce as of April 2024.

FIGURE 1

April 2024 total UK employee pay quartile population

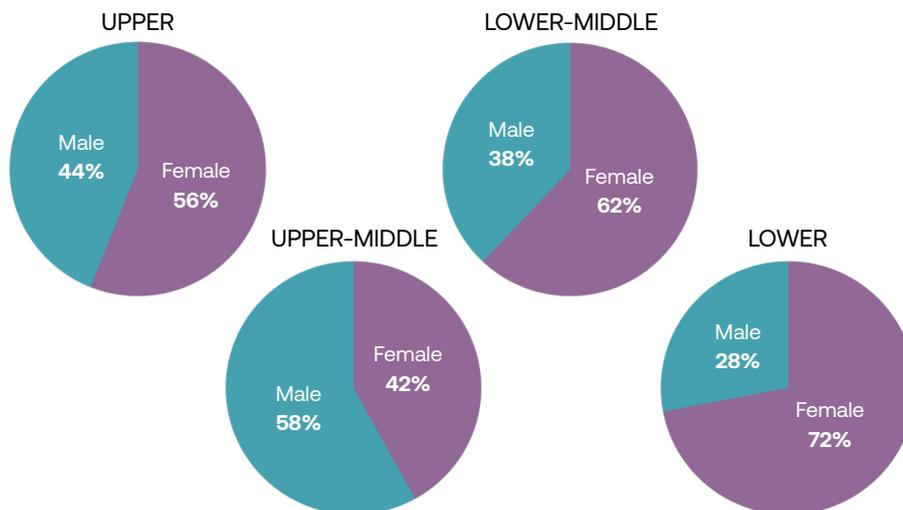


Figure 1 shows the proportion of males to females in higher-paid roles within TBI UK.

The upper quartile indicates a positive representation of females in senior roles, contrary to the trend in many organisations where males typically dominate. The upper-middle quartile tells us females have a solid presence, but opportunities for further advancement remain. Distributions in the lower-middle and lower quartiles show that females are well-represented. However, they also highlight an opportunity to support their progression into higher-paying roles to achieve greater balance across all quartiles.

FIGURE 2

April 2024 UK hourly pay gap

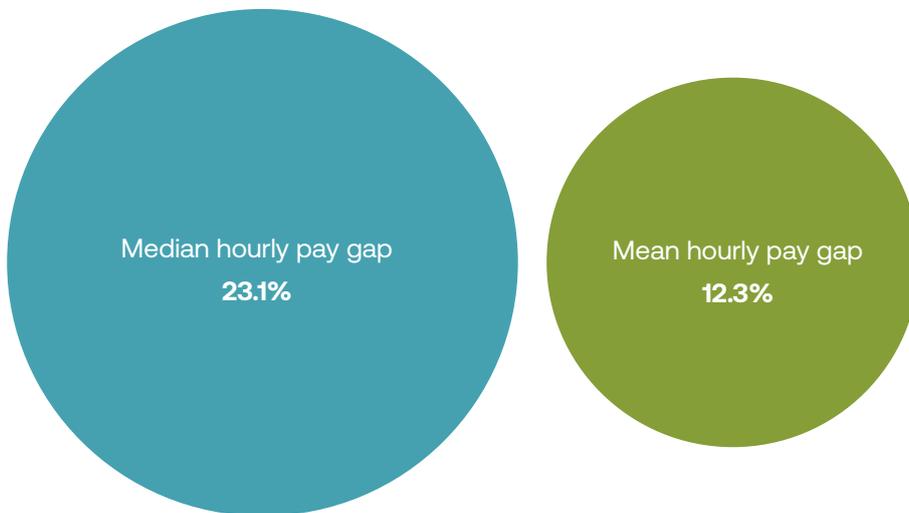


Figure 2 shows the difference between mean and median hourly earnings between males and females. At 12.3 per cent, our mean hourly pay gap is better than the national average.

FIGURE 3

April 2024 UK bonus pay gap

MEAN BONUS PAY GAP	MEDIAN BONUS PAY GAP
7.2%	-285.8%

Like many organisations, we occasionally use variable pay to reward and retain top talent in an increasingly competitive marketplace. Figure 3 shows the difference in variable payments received. The median bonus pay gap indicates that, in the exceptional circumstances when we have applied variable pay, females typically received higher variable pay than their male counterparts, suggesting strong support for women’s recognition and reward structures within our organisation.

Our 2024 UK gender pay gap data reveals near equality of gender diversity at the upper and upper-middle quartiles of our UK workforce. High median variable pay for females demonstrates our recognition and reward of female leadership across the Institute.

03

Closing the Gender Pay Gap at TBI

TBI is committed to building an inclusive and balanced workforce with representation and pay equity at all levels, and our 2024 UK gender pay gap data is a testament to our work to date in this area. Closing the gender pay gap, not only in the UK, but also across our global organisation, remains a priority – and we are taking tangible steps to achieve this goal.

From 2025 to 2027, we are investing in our global workforce to create a workplace where challenging, high-impact opportunities, meaningful learning and rewarding career pathways will ensure everyone can thrive. This includes implementing new pay, reward and development initiatives, such as:

- A new promotion policy launched in February 2025 to enable a more transparent and equitable promotion process.
- A new capability framework, launching in April 2025, which will enable all colleagues to have robust career development and progression at TBI.
- A new global grading structure to ensure career progression is more transparent, fairer and more accessible for everyone.
- Annual salary benchmarking (with our global peer group) and regular pay audits to identify and correct any disparities.
- A series of learning and development initiatives that build both the skills and mindsets needed for all our people to thrive, and aim to create a more inclusive, high-performing organisation for everyone.
- Celebrating and rewarding diversity and inclusion efforts to foster an inclusive workplace culture.

We are proud of our progress to date and resolute in our efforts to continue to build a working environment where every employee can thrive – whoever they are, wherever they are.

Declaration

I confirm that the data reported is accurate.

A handwritten signature in black ink, appearing to read "Catherine Rimmer". The signature is fluid and cursive, with the first name "Catherine" written in a larger, more prominent script than the last name "Rimmer".

Catherine Rimmer

Chief Executive Officer

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